



STRATEGIC WORKFORCE PLANNING

1. Recruitment

The Force ambition is to recruit 605 new Police Officers by 31/3/17. Despite minor variations in projected leavers/retirements etc., at the direction of the Chief Officer Team, this is still the ambition and has not changed. As per Assistant Chief Officer Brook will include 254 growth posts as a result of the increased funding.

The current position regarding recruitment is as follows,

- The Gold recruitment group is now firmly established at Force level, chaired by Assistant Chief Constable (ACC) Battle. These meetings are still held on a fortnightly basis, and include representation from Programme of Change, Resourcing, Learning & Development, Finance, Districts, Procurement, Vetting and Estates. Other departments attend on an ad-hoc basis should they need relevant issues raising or addressing. All issues relating to the structures and processes around recruitment are addressed and managed through the Gold group.
- The first external applicant process for a number of years was opened in February 2016 for a 10 day period. In that time 1179 applications were received, just over 12% of these being from the BAME community (this dataset was the only one available at the time – more detailed and timely data provision is being developed) and applicants are currently at differing stages of the process. The first successful external applicants from this process started in June 2016. As of July 2016, 10% of BAME candidates were successful at interview and through to final stages of the process compared with 16% of white candidates.
- In anticipation of the February external campaign ending, a second application ‘window’ took place between the 12th and 22nd May 2016. During this window, 718 applications were received, and 145 (20%) of these applications were from candidates from a BAME background. These candidates are now going through the various different stages of the recruitment process.
- A third ‘window’ was opened between the 24th June and 3rd July 2016. During this period 658 applications were received, with 114 (17.3%) being from a BAME background. Again, these candidates are now going through the various different stages of the process.
- Regular intake dates have been identified throughout the forthcoming financial year and extensive work has been carried out with both Learning & Development and Estates to ensure that Carr Gate is sufficiently prepared and resources in place for the arrival of the recruits. The length of the initial training course has been reduced from 15 weeks to 13, in order to maximise the number of courses that can be accommodated. Each cohort now consists of 72 recruits in total, split over a 3 week period, each week containing 24 recruits. These intakes will deliver 528 new recruits by 31/3/17.
- Additionally, advertisements have been placed externally for transferees, including those with specialist skills, and also now specifically Sergeants and Inspectors. These adverts are given a specific closing date to encourage applications, and then reopened the following day, meaning in essence that we are advertising constantly. Current and future promotion processes are also open to external candidates.

- The number of recruits combined with transferees is anticipated to deliver the required officer numbers by March 2017.
- HR (Resourcing) constantly monitors the success rates of candidates which in turn determines the future recruitment openings.
- Project and milestone plans are in place and risk registers completed. The Office of the Police and Crime Commissioner has been extensively involved in the production of a Force level risk document, which has been presented and agreed.
- All Districts have carried out extensive work in preparation for the increase in the numbers of student officers. Sufficient numbers of tutors have been appointed to meet their anticipated demand and any Estate issues have been addressed.
- Eccleshill Police Station is identified as the training overspill site, and will be extensively used for other types of training. Estates work is now complete, and the facilities are ready to be used.
- The Vetting Unit is encountering no problems completing the vetting for the new recruits, however this has meant some other work being delayed. Any anticipated issues regarding staffing and workloads will be addressed through the Professional Standards Department Senior Leadership Team.
- The Procurement Department is having no issues regarding the purchase and supply of kit. 1 additional temporary member of staff has been recruited and authorised by the Regional Collaboration Board.
- A risk has been identified within the last 10 days regarding the ongoing provision of medical examinations for recruits and extensive work is ongoing by Human Resources to address this. Despite a worry that this may have an impact on the number of recruits for the August intakes, a great deal of work has been carried out to contact candidates who can undertake a medical at short notice, and give minimal notice to current employers, and it is anticipated that the August intakes will now in fact be filled.

- *Summary*

*Feb-16 - Total applicants – 1179 (136 BAME - 12% 99 male, 37 female)
(1043 White, 725 male, 318 female)*

*May 16 - Total applicants – 713 (144 BAME - 20% 107 male, 37 female)
(569 White, 371 male, 198 female)*

*June 16 - Total applicants – 658 (114 BAME - 17% 84 male, 30 female)
(544 White, 383 male, 161 female)*

2. Positive Action

- Following the appearance by the Temporary Chief Constable at the Home Affairs Select Committee (HASC) in April 2016, the resulting report from HASC has been considered and a response has been supplied regarding our progress. As a result, the lead Officer for the Force is the Temporary Deputy Chief Constable. However Positive Action is being strategically led by ACC Battle.
- Revised corporate governance has been implemented looking at a formalised meeting structure format, demonstrating the importance and commitment to improving positive action and increasing the diversity of the workforce. There is now a strategic Gold Positive Action meeting, chaired by ACC Battle, including District Commanders and Departmental heads. This meeting will set the strategic aims of the Force around Positive Action and task a newly formed Positive Action Operational Steering Group. This group is chaired by Chief Superintendent Hussain, and includes representatives from staff associations, Districts, Programme of Change, Corporate Communications, and the Office of the Police and Crime Commissioner. The first meeting of this

group was held on 12th July, and discussed the purpose and constitution of the group, terms of reference and the direction of the Force moving forwards. It was felt by all present that this meeting will provide a strong platform to plan and effectively coordinate activity.

- The Force Positive Action co-ordinator, PC Amjad Ditta continues to carry out extensive work and publicity across Districts with the emphasis on Under Represented Groups rather than solely BAME.
- Performance Review have provided analytical capability in order to provide data to support the ongoing work. This will assist the Chief Officer Team and Districts to understand the geographic locations of applicants in comparison to communities not only at application stage, but also those that express an interest in applying on the Force website. This will allow support and mentoring to be made available to those candidates at different stages of the process in different areas of the Force. This pack is now at the final stages of being updated and will be available in the very near future.
- At Force level, Positive Action seminars continue to be held centrally for those candidates from under represented groups who have expressed an interest on the website prior to the recruitment window opening. These seminars offer support around the various stages of the application process, and act as a 'myth busting' session for those in attendance.
- In accordance with the wishes of Districts and community representatives, Districts themselves are now leading on their Positive Action work within their own areas in order to allow them to tailor their response in line with the unique issues present in their own communities. All Districts have a comprehensive Positive Action action plan. These updates are now presented to the new Positive Action Operational Steering Group, allowing the Gold Recruitment meeting to focus on strategic considerations.
- The intention is that the feedback from the seminar chaired by the Temporary Chief Constable and Police and Crime Commissioner is being presented to groups of young people across the Force in the near future. This is for the purpose of obtaining their views about the best way forward. The force Community Engagement team are also assisting with this work. Preceding this a web based survey has been created seeking the views of young people on joining the Service.
- The Force Independent Advisory Group has received a presentation regarding Positive Action from Chief Inspector Waugh and the proposed plans going forward, with some excellent feedback.
- It has been identified that a clear Communication strategy needs to be in place, and Corporate Communications are in the process of developing this.
- In order to ensure that good practice is captured, recently visits have been made to both West Midlands Police and the Metropolitan Police as both are widely regarded as sources of best practice. Excellent contacts have been made with both Forces and a full Chief Officer Team paper will be produced to compare the approach of both organisations to that of ourselves.
- Resourcing staff are monitoring the data regarding applicants and their progress on a daily basis – early indications suggest that 7.4% of successful candidates in the February campaign will be BAME and that if the Force can attract 17% of applications from BAME communities, approximately 11% will be successful. This however is always subject to change dependant on the 'quality' of each cohort of applicants.

Appendix – Police Officer and Police Staff Strength as at 31 July 2016